THE NCO MISSION IN

FORCE PROTECTION

"Because of your concern for junior Marines and your close contact with them as individuals, you will know best what they are capable of delivering, and are in the best position to mentor them and best advise your commander how far he or she can push them. Finally, you will relieve your officers of the burden of detail, as you find the best way to carry out the objectives, tasks, and priorities they have set for your Marines."

Handbook for Marine NCOs

Mission Statement:

- *To foster NCO leadership and dramatically reduce the Marine Corps off duty fatality rates.*

What we currently know:

Three elements of Leave –

- Going to a destination
- Actions at the destination
- Returning from a destination

Significant command attention has been applied against the first and last elements of leave with some success.

The second element needs more attention.

What we currently know: (cont)

Key to success is sustained NCO leadership

NCO leadership is the key to establishing a close bond and a higher level of personal interaction between a Marine and their Team during those periods when they are not in close contact with the unit's leadership.

This program provides the tools to enable our NCO leadership to focus on our Marines at risk.

Strategies of implementation:

<u>Strengthen NCO leadership corps values by:</u>

- Developing an effective mentorship program.
  - Establish controls and measures to ensure that the Leadership Vision is clearly communicated to **<u>all</u>** Marines.
  - **<u>I</u> <u>C</u>**an **<u>A</u>**dvance **<u>M</u>**y **<u>T</u>**eam
  - Hand out leadership pamphlet to all NCOs
  - Give safety presentation to every squadron safety

    NCO.
  - Allow the chain of command to work
- Establishing and maintaining a reward system

Identify

Classify the risk

Analyze

Mitigate

Track

Develop Documentation and Risk Category Procedures:

- Establish formal documentation so that an individual Marine's performance, risk and history may be properly documented.

- Develop tools such as risk category charts so that NCO's/Team Leaders can measure their Marines habits.

- Construct Teams (recommend no greater than five Marines) in order for the NCO/Team Leader to maintain positive control.

Risk Categories:

- High

- Medium

- Low

High Risk Category:

- Court Martial
- DUI/DWI
- Alcohol related incidents
- Reckless driving
- Suicidal tendencies
- Severe depression/anxiety

Any Marine who falls under this category is required to **contact** his/her NCO/Team Leader every 24hrs, regardless of liberty, extended liberty or leave. If NCO/Team Leader can not be reached, then the Marine will check in with their Squadron Duty NCO.

<u>High</u> Risk Category (cont):

The following leadership tools are available to the NCOs/Team Leaders.

- Restrict mileage on the weekends, extended liberty, or leave.
- Require Marines take leave if they wish to exceed mileage restrictions.
- Monitor and document Marine's every action.
- Human factors board
- Other leadership tools can be explored and recommended to the Sgt Maj/CO by the NCO/Team Leader.
- Marines will stay in this category for a period of ninety days from the time the Marine is identified as High Risk.

Medium Risk Category:

* NJP (not related to alcohol)
* Family, work, and financial problems
* Post Deployment (30 days)
* Frequent Counseling's

Any Marine who falls under this category is required to **contact** his/her NCO/Team Leader every 72hrs, regardless of liberty, extended liberty or leave. If on a 72 Marine will report every 48hrs. If Team Leader can not be reached then the Marine will check in with their Squadron Duty NCO.

Medium Risk Category (cont):

The following leadership tools are available to the NCOs/Team Leaders.

- Restrict mileage on liberty, extended liberty and leave.

- Make Marines take leave if they wish to exceed mileage restrictions.

- Other leadership tools can be explored and recommended to the Sgt Maj/CO by the NCO/Team Leader.

- Marines will stay in this category for a period of forty-five days from the time the Marine is identified as Medium Risk.

<u>Low</u> Risk Category:

- Occasional/routine counseling

- Marine gives no appearance of being a risk on liberty or at work.

- Marine can execute liberty, extended liberty and leave in accordance with all Marine Corps Regulations.

Low Risk Category Rewards:

- Those who consistently remain Low Risk will receive appropriate recognition from their unit.

- NCOs/Team Leaders who demonstrate superior leadership in mentoring and caring for their Marines can be nominated for the "NCO Leadership Award".

Mentoring Our Marines:

A Marine who has just reported to their new unit will be automatically assigned a mentor who will orient him/her to their new surroundings and establish leadership program ground rules.

NCO's Tools:

(What are we giving them?)

- NCO Brief "Reducing Unnecessary Mishaps"

    - Hazard ratio's
    - Indicators that put you at risk
    - Three stages of liberty
    - Proper etiquette

- NCO/Team Leader pamphlet "NCOs Mission in Force Protection"

- A hardcopy/electronic package will be sent out to every unit Force Protection Department along with the Cpl's/Sgt's Course.

Non-Compliance:

Marines in the Medium/High Risk categories who do not follow the procedures set forth in this presentation will be held accountable and could possibly face the following charges:

- Movement into next higher category

- Page 11/6105 counseling entry

- NJP

If the problem can not be resolved as mentioned above, a court martial/administrative separation board may be held to determine if a Marine should be allowed to remain in the Corps.

Dealt a Bad Hand:

In the event an NCO/Team Leader is given a majority of Marines who fall under the High Risk category, Command attention needs to be directed to that NCO/Team Leader.

At no time should an NCO/Team Leader be over tasked with High Risk category Marines. If this occurs, the situation should be handled by the NCO/Team Leader's SNCOIC, to determine the best course of action. For example, the SNCOIC may split up the team or put into place extra measures to ensure positive control is maintained.

Implementation:

1. Provide the NCO Leadership Brief to the entire unit.

   - We feel it is important for the entire unit to hear the brief together, so everyone receives a solid foundation on what the program entails.

2. Once the entire unit receives this brief, all LCpls and below should be directed to leave - then NCOs, SNCOs, and Officers should discuss specifics on how to implement the program.

   - Specific roles
   - How the unit views the sequence of reporting with regards to the Chain of Command
   - What to do/what not to do,
   - Training on how not to abuse the system, etc., etc.

Implementation
(cont)

3. Unit should then task the respective Division's/Section's SNCOICs with choosing the NCOs/Team Leaders and formulating their respective Teams.

    - It is important to involve the SNCOs in this process, as they will know best which NCOs will embrace this program.

4. Once the NCOs/Team Leaders and Teams have been selected, NCOs/Team Leaders and Teams will be reviewed by the Sgt Maj.

    - "Quality Control"

    - Once the Sgt Maj approves Team Leaders and Teams, the Commanding Officer will be notified and briefed.

5. Commanding Officer has final approval of NCOs/Team Leaders and Teams.

    - This provides total visibility up and down the chain and provides a well rounded, "Team Building" approach.

Implementation
(cont)

4. Set date for implementation

    - Important to set a definite date of implementation
    - All Marines start out as low risk
    - Marines with prior adjudication can also have this privilege

5. At Unit's discretion

    - Individual Division/Section format
    - Counseling
    - Procedures, log book, folder, etc.

Command Role:

- Oversight provided by the Force Protection Department within DSS.

- CGI tab (**I C**an **A**dvance **M**y **T**eam)
    - ❑ **I**dentify
    - ❑ **C**lassify
    - ❑ **A**nalyze
    - ❑ **M**itigate (alleviate, modify)
    - ❑ **T**rack

- Once a year, a reevaluation will be conducted by the NCO's (Report to NCO Symposium?).

- Request higher headquarters assist in reporting success stories.

NCO LEADERSHIP AWARD

To provide the opportunity to recognize NCO's who have set the example for their subordinates, set the standards for their contemporaries, and distinguished themselves with their superiors as the strongest leader among their peers.

Conclusion:

- Delegate authority to the correct levels.

- Develop templates that may be used as guides for team leaders.

- Track and monitor

- BAMCIS…supervise, supervise, supervise